

21 MAR 1975

MEMORANDUM FOR: Associate Deputy Director for Administration

SUBJECT : Final Report on a Curriculum for Analytical Training

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1. I have reviewed the final version of the [REDACTED] Report and do have a few comments. Although the report takes an awful lot of time to get there, the thrust of it is generally in the right direction and I regard it as a distinct improvement over the previous draft. To the extent that is already being or will be implemented, we certainly should achieve laudable advances in making the Agency's training activities more relevant to the intelligence production function. I particularly welcome any tendency to let an analyst's home office take on much of the responsibility for training rather than centralizing it all in OTR.

2. I find a good deal of receptivity to the views expressed regarding the Career Training Program. Similarly, the thrust of the proposals regarding the Intelligence Process Course is generally along the right lines.

3. There are, of course, some points in the report which are viewed with skepticism in these quarters. I still have considerable difficulty in seeing the need or even the feasibility of having any kind of effective course in "estimates writing". I am also not in agreement with the proposals to launch general offerings in "new analytical methodologies". As you know, we have made great advances in this field, principally by keeping it an in-house activity involving those who actually use the techniques learned in their day-to-day research activities on live problems. I have

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a hard time seeing any real worth in a generalized approach that would of necessity be taught to groups of widely diverse backgrounds and interests, and varying opportunities for practical application of the skills learned.

4. The seminar approach--either area or functional--is also in the right direction. I do think that we should move rather deliberately in this area, being careful in terms of the subject of the seminar, the number of the participants, and, most particularly, the calibre of the teacher(s). We also should follow a program which allows a good number of these to be intra- or inter-directorate programs rather than OTR programs.

5. Finally, to express again some of my bureaucratic prerogatives, a few words about resources. A number of these proposals would require resource inputs from the operating Directorates. In these hard times, these inputs may be difficult so I would caution against launching any programs requiring Directorate inputs until there is full agreement between the parties. I would also remind those who see the use of contract and academic personnel as the easy way out, that this route is usually about twice as costly.

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for Intelligence

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